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AUTHOR Schlack, Marilyn
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ABSTRACT

The Arcadia Commons (AC), in Kalamazoo, Michigan, is a business-education park developed through the combined efforts of Kalamazoo Valley Community College (KVCC), area business and financial institutions, and the Kalamazoo Public Museum, who together formed Downtown Kalamazoo Incorporated (DKI). KVCC's involvement resulted from the need to find new space for its downtown satellite campus, which had been offering basic skills and employee training and retraining courses. AC project funding came from DKI members and through a federal grant and special city business tax. Among the AC projects and partners are the following: (1) a five-star hotel, formerly a convention-hotel-retail complex refurbished by the Upjohn Company; (2) KVCC's downtown center, which will serve more than 5,000 students and complement programs on KVCC's main campus; (3) the West Michigan Cancer Center, a joint venture of Kalamazoo's two regional health-care providers; (4) refurbishment of the offices of the Visiting Nurse Association of Southwest Michigan; and (5) a business incubator, housed in a historic structure, and jointly sponsored by the DKI, the City of Kalamazoo, the Kalamazoo Chamber of Commerce, and the Creating Economic Opportunity Council. The capstone for the AC is the $20-million, educational New Museum, under the stewardship of KVCC, with hands-on exhibits exploring the science, culture, and technology of Southwest Michigan. In addition, the project has returned the formerly underground Arcadia Creek to the surface, expanded parking, and rebuilt the downtown storm-drainage system to prevent flooding. Promotional materials, photographs, and AC ground plans are included. (PAA)

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THE ARCADIA COMMONS PARTNERSHIP: THE COMMUNITY COLLEGE AND ECONOMIC REDEVELOPMENT

Presented by

Marilyn Schlack
President

As part of the

Kalamazoo Valley Community College Presentation,
Practicing Community Leadership: Partnerships Are the Key Success

at the

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Portland, Oregon
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The Arcadia Commons Partnership:
The Community College and
Economic Redevelopment

The lifeline to a community's future is vision -- a positive, leader-initiated, shared and supported, creative vision of what can be.

Vision with no action ends up as an unfulfilled dream.

Action with no vision may satisfy today's needs, but there is no clue of what should be the appropriate destination.

Vision and action, working in tandem, secures one end of the community's lifeline in the rock-solid present and leads to an achievable future.

Arcadia Commons, which today is growing in the heart of Kalamazoo, Mich., into a $100 million, three-block testament to the benefits of partnerships, was actually two visions that evolved into a single thrust.

Yet visions can sometimes encounter fogginess that can lead to a stagnation of action, a questioning of values, and a challenge of one's beliefs.

It was at such a time in the contemporary history of Kalamazoo that Kalamazoo Valley Community College was willing to step forward with leadership, to assume a risk, and to put its collective neck and reputation on the line. . .because of its own true, clear vision.

Here's some pertinent background:

In 1959, the city of Kalamazoo made urban history when it

became the first municipality in the United States to rip up a major downtown street and install a permanent pedestrian shopping plaza. That foresight maintained the vitality of the central business district long after the arrival of suburban shopping malls.

But in the early 1980s, community leaders realized that it was time to build on the Kalamazoo Mall's still-solid foundation and prepare for the new millennium. They decided to uncover part of their past -- Arcadia Creek, a waterway which had once served pioneer settlers and had since gone subterranean -- and use it as a focal point of economic redevelopment to set the course for the future.

As downtown leaders raised funds, mapped financial strategies, assembled land, and brainstormed on development concepts, the second vision was unfolding.

In 1982, Kalamazoo Valley Community College tested the waters of growth by opening a satellite campus in downtown Kalamazoo in an attempt to better meet the employee training and retraining needs of business and industry. A second objective was to implement a different strategy in serving downtown residents who were striving to improve their skills in the workplace and to enhance their post-secondary education.

Within a comparatively short time, the college's 8,000 square feet of downtown space became cramped with basic academic classes and retraining sessions that were packed. The potential for growth was obvious. KVCC officials got to know just about every pigeon --

both alive and dead -- in the downtown in the search for more room. Although prospects were initially gloomy, two visions were about to cross paths as public and private interests began to merge.

However, the "pause button" had been pushed on the Arcadia Creek vision and that dream had begun to ebb away from becoming reality. At the instigation of the community college, informal discussions were launched in 1988 to explore the development of a business-education park, destined to be christened Arcadia Commons. Taking part were KVCC, First of American Bank Corporation, The Upjohn Company, and the Kalamazoo Public Museum. That helped revitalized the alliance of downtown and neighborhood leaders who wanted to formulate a plan to reorganize central-city development around an uncovered Arcadia Creek.

All of the parties formed Downtown Kalamazoo Incorporated (DKI). Working with the city of Kalamazoo, DKI's alliance secured a million-dollar federal grant to begin redeveloping the Arcadia Commons site. To boost the project, the city doubled the property tax on downtown businesses using a mechanism known as tax-increment financing (TIF). The additional revenues generated by TIF could only be used for Arcadia Commons public projects.

With business and industry, education, and local, state and federal governments all riding the partnership train, Arcadia Commons was taking shape. If there were any signs of waffling, KVCC took it upon itself to inject another dose of optimism and pushed the parties forward. Still looming as challenging hurdles were a clean bill of environmental health in the required

excavation of buildings and subsoils, a reconstruction of Arcadia Creek's storm-sewer capabilities, an architectural consensus on the Arcadia Commons buildings that would trumpet the project's success, and additional financial commitments.

The Upjohn Company, in March of 1990, came forward to take Arcadia Commons from pipedream to brick and mortar. The multinational pharmaceutical firm, headquartered in Kalamazoo, announced it would spend $18 million to renovate the downtown Kalamazoo Center, a 20-year-old convention-hotel-retail complex. Adjacent to the Arcadia Commons core, it has been refurbished into a five-star Radisson Plaza Hotel.

Other Arcadia Commons projects and partners include:

* First of America Bank Corporation, which is both utilizing an existing building on the National Historic Register and constructing a new facility that is architecturally compatible to serve as its Michigan corporate headquarters.

* Kalamazoo Valley Community College's downtown center, which will serve more than 5,000 students and complement programs on the 11,000-student main campus located 10 miles away in Texas Township. The new $7.2 million building, schedule for a fall 1994 opening, is a 50-50 split between college and state of Michigan funds.

* The West Michigan Cancer Center, a joint venture between Kalamazoo's two regional health-care providers -- Bronson Methodist Hospital and the Borgess Medical Center.

* The total rejuvenation of another historic building, which

for decades housed the Salvation Army, into new headquarters for a locally based financial-planning and investment firm.

* The total rehabilitation of the offices of the Visiting Nurse Association of Southwest Michigan.

* A new building for Michigan National Bank's Kalamazoo operations.

* A business incubator, jointly sponsored by the DKI, the city of Kalamazoo, the Kalamazoo County Chamber of Commerce, and the Creating Economic Opportunity (CEO) Council, which spearheads local economic-development initiatives. The site is another historic structure that was the home for a casket-building company.

What will serve as the capstone for Arcadia Commons is its latest addition -- The New Museum, a $20 million, four-level educational institution that will feature a Digistar Planetarium, an interactive hall, a Challenger Space Center for math and science education, and all kinds of hands-on exhibits that explore the science, culture and technology of Southwest Michigan as they relate to the rest of the world.

Since its inception in the late 19th Century, the Kalamazoo Public Museum was a function of the Kalamazoo School District, surviving on the school's tax base even though in recent years visitors came from throughout Southwest Michigan. After several community-based studies, the museum has come under the stewardship of Kalamazoo Valley Community College, whose voters in 10 school districts showed their approval by endorsing a .42-of-a-mill,

charter property tax to support museum operations in perpetuity.

A $20 million capital campaign was launched to build "The New Museum" as part of Arcadia Commons. Contributions from local and national foundations, corporate entities, service organizations and private citizens have raised $19 million, enough to begin construction in the fall of 1993. The fusion of a community college and a regional museum as educational institutions is an exciting prospect. More than metaphorical bridges will be built between the adjacent facilities in the coming years.

So, Arcadia Commons and the diverse partnership that spawned it continue to move ahead, ultimately, because it makes sense for many reasons. It:

* Prevents flooding by rebuilding and expanding the downtown storm-drainage system.

* Provides parking facilities to replace spaces lost to other project uses, and accommodates the new demand arising from the downtown development. A new parking ramp is being built on the north border of the Arcadia Commons site.

* Attracts students, visitors, shoppers, workers and tourists. The New Museum alone is expected to attract more than 300,000 visitors to downtown Kalamazoo annually.

* Removes structurally deficient, obsolete and dilapidated buildings that have had a blighting influence.

* Retains, restores and recycles historic buildings.

* Provides new and large open space, all tied to the creek's open water, for downtown festivals, concerts and other outdoor

recreational events. Public amenities along the waterway will include a major piece of public art, distinctive lighting, and wrought-iron furniture that will enhance the historic character of the commons.

* Serves as a catalyst for refurbishing the Kalamazoo Mall.

* By making the downtown more attractive, addresses the serious urban issues -- drugs, crime, homelessness. It does so by rebuilding the community from its core.

This overview of the Arcadia Commons partnership and the role of Kalamazoo Valley Community College in energizing the relationship generalized the process and brushed over some of the difficulties. But this can be said.

Arcadia Commons has taken risk. Arcadia Commons has taken patience. Arcadia Commons has involved conflict, difficult choices, and sacrifices. But the stakes of rebuilding the community are worth the gambles, the restless nights, and the determination to keep going.

Arcadia Commons is expected to spark future development immediately to its east and west in the downtown. Ultimately, it will be a spark for development throughout Kalamazoo County.

And, as far as Kalamazoo Valley Community College is concerned, it all began with a vision that sprang full-grown from a desire to better serve our students. The rest mushroomed from a willingness to live up to our name -- community.

Pioneering the Future.

The Arcadia Creek Project

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We're Breaking New Ground in Downtown Kalamazoo!

Fueled by the same spirit of innovation and commitment which spurred the construction of the United States' first outdoor mall, downtown Kalamazoo retailers and investors are once again defining the cutting edge of economic development. This time the focus of their ambitions is Arcadia Creek, the lifeblood of Kalamazoo since its settlement in 1829.

As soon as Titus Bronson, founder of Kalamazoo, arrived in the area, he built a shanty on the banks of Arcadia Creek. He envisioned the stream and its surrounding lands as the heart of a new community, ripe for development.

Bronson was right. By the 1830s the Arcadia had become the central source of power for the city's downtown, fueling numerous millraces and other businesses. A post office, several doctors' and lawyers' practices, and the first stores in Kalamazoo all sprung up around the Creek. The Arcadia also powered the rapid expansion of Kalamazoo's manufacturing industry.

Today, the Creek which so inspired Titus Bronson continues to fuel downtown development. The Arcadia Creek Project began as a movement to beautify downtown by exposing parts of the Arcadia which had been buried over the previous 150 years. It has led to the investment of more than $90 million in public, private and corporate funds to revitalize the central business district through the creation of a downtown business/education park.

In addition to the 500,000 guests who will visit the Radisson Plaza Hotel at Kalamazoo Center and the 14,000 people who work in downtown Kalamazoo, more than 300,000 new visitors each year are expected to enjoy the Creek and its accompanying walkways on their way to the New Museum, Kalamazoo Valley Community College Downtown Campus, West Michigan Cancer Center, First of America corporate headquarters, and numerous other firms and organizations constructing and restoring buildings in the heart of downtown Kalamazoo.

Construction is well underway, with the majority of participants planning 1994 completion dates. Renovation of the Radisson Plaza Hotel at Kalamazoo Center is complete and the investment and planning firm of Scott, Doerschler, Messner and Gauntlett has already moved into its new offices. Other groups, including the Visiting Nurse Association, continue to join the project.

Like Titus Bronson, we're pioneering the future — and that future is now. We invite you to visit downtown Kalamazoo and catch a glimpse of it.

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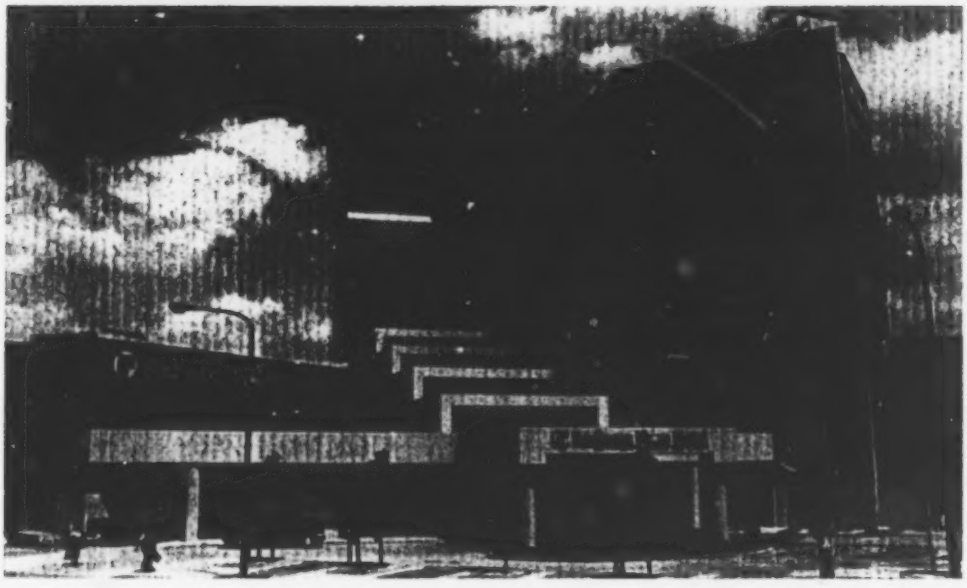
The Radisson Plaza Hotel at Kalamazoo Center



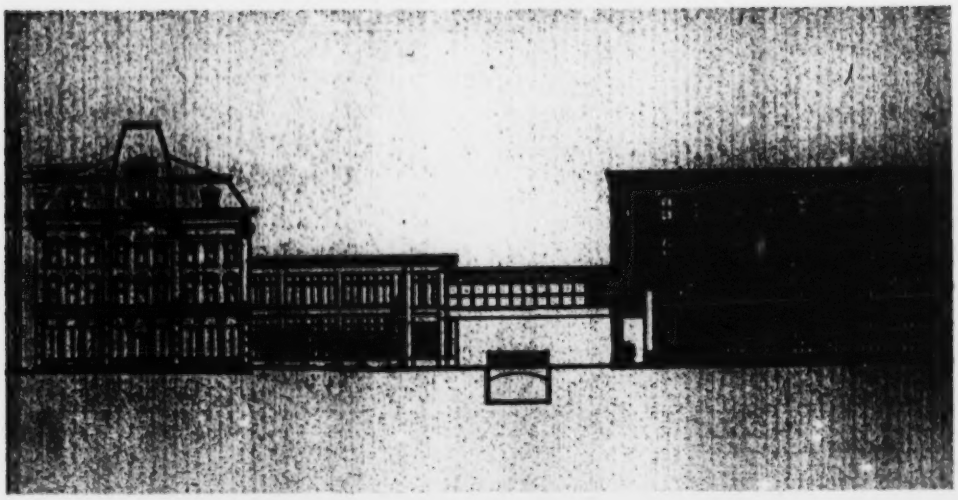
The name says it all. The Radisson Plaza Hotel at Kalamazoo Center has played a role that "centers" it in the Arcadia Project.

The property's owner, Kalamazoo Center Holdings, Inc., a wholly-owned subsidiary of the Upjohn Company, was the first of the Arcadia Partners to complete its project. The Radisson Plaza Hotel at Kalamazoo Center serves as the linchpin for downtown Kalamazoo's revitalization. The company's purchase of the hotel and its $17.1 million renovation serves as a continuing example of Upjohn's commitment to the core community. This property's affiliation with Radisson Hotels International, Inc. guarantees service and clientele of the highest calibre.

Located at the entrance to Arcadia Commons, across from the KVCC site, the Radisson Plaza Hotel claims 281 newly decorated rooms and suites, 35,000 square feet of meeting and exhibition space, restaurants for both casual and fine dining, and a fully equipped corporate health club. Its ground-level retail court features a select group of shops and services highlighted by their uniqueness and commitment to quality and service.

In addition to pedestrian traffic that is generated by downtown employees and visitors to its office and retail tenants, more than 500,000 guests are expected to visit the Radisson in 1993.

First of America Corporate Offices



First of America Corporation has invested $10 million in the construction of a new 50,000 square foot office building and the renovation of the historic Lawrence and Chapin buildings, located on the northwest corner of Rose and Water Streets.

The Lawrence and Chapin buildings, circa 1872, are on the National Register of Historic Buildings. Over the last several months, construction crews have been painstakingly working to restore them in accordance with local, state and federal historical requirements.

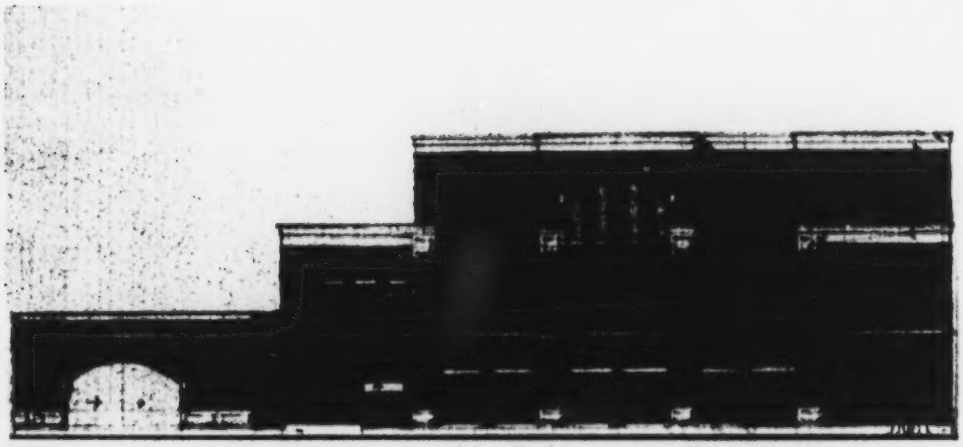
To expose more of their Victorian-era facade, part of the Water Street parking deck, which nearly touches the future office complex, will be cut away. Crews will then re-face the ramp in a style more in keeping with its historic surroundings.

Employees and visitors to the First of America project will enjoy a scenic view of Arcadia Creek below as they cross an elevated walkway from the Lawrence and Chapin buildings to the newly-constructed north building. The addition, designed to complement the architectural character of the other buildings, will round out First of America's project.

The 116,000 square foot complex will open in January, 1994. First of America expects to house approximately 533 workers in the new offices by 1996.

FIRST OF AMERICA

West Michigan Cancer Center

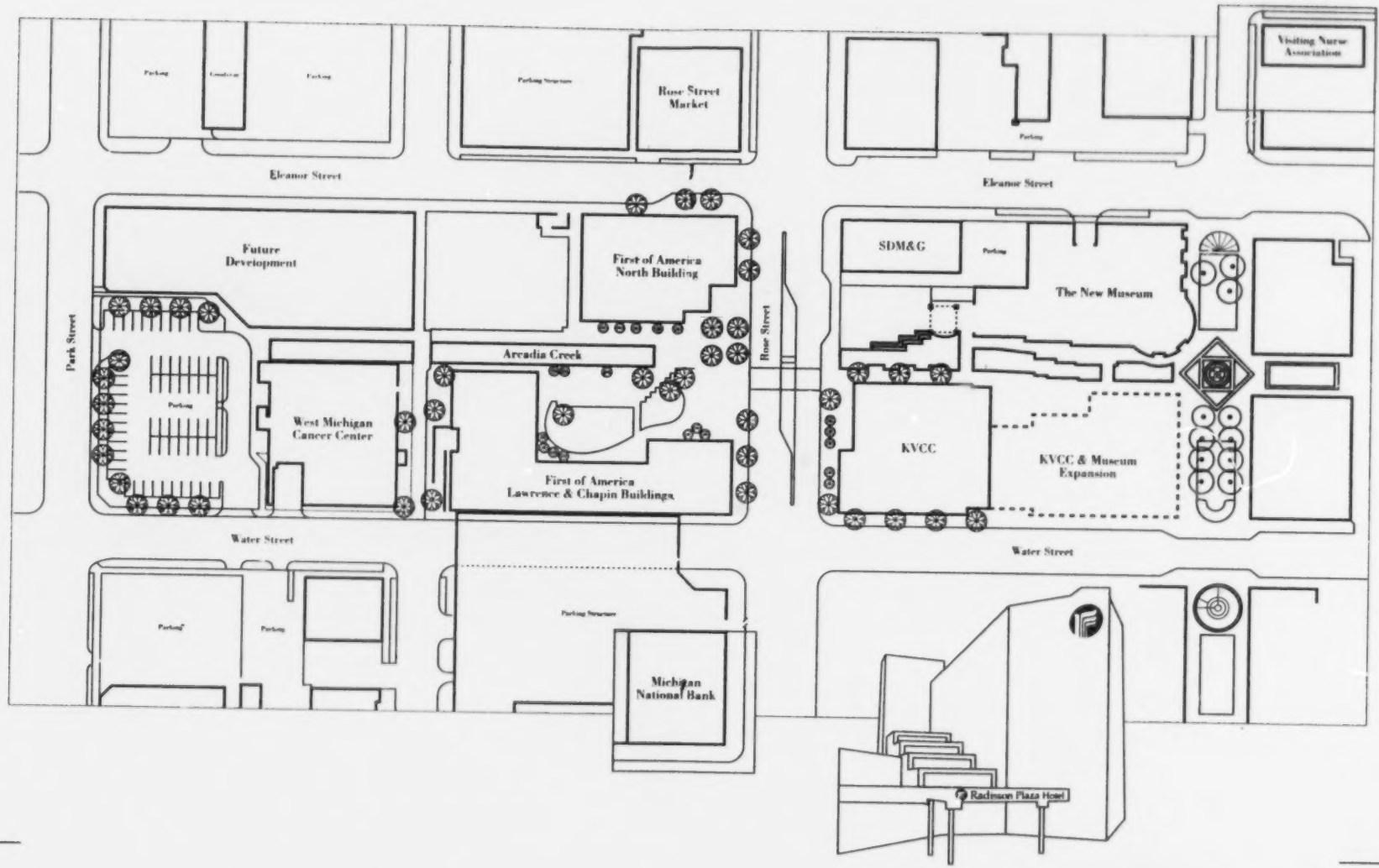


Directly west of the First of America project, construction of a comprehensive cancer treatment facility is underway. The West Michigan Cancer Center, a $15 million cooperative venture between Borgess Medical Center and Bronson Methodist Hospital, will combine chemotherapy and radiation oncology services in one location.

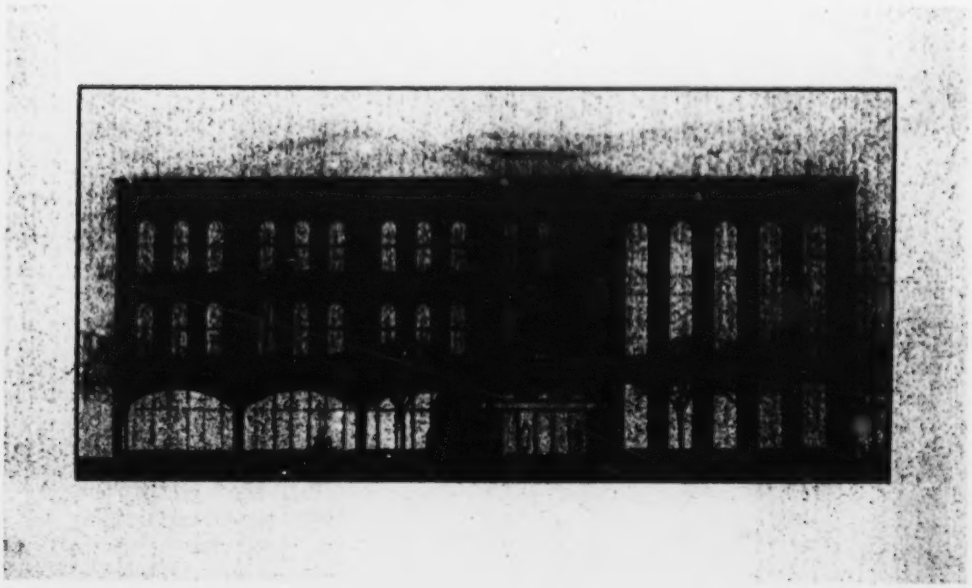
The West Michigan Cancer Center will be the most advanced comprehensive cancer treatment facility in the area, featuring such state-of-the-art medical technology as two high-energy linear accelerators, a simulator and computerized treatment planning. Oncology physicians, nurses and health care professionals will provide expert cancer treatment.

In addition to superior equipment and medical expertise, the Center will also offer patients and their families a variety of support and counseling services, all in a relaxed, home-like atmosphere.

After its opening in Spring of 1994, the Center's patients are expected to make more than 60,000 visits each year, most accompanied by a friend or family member.


Parking
Parking
Parking Structure
Rose Street Market
Visiting Nurse Association
Eleanor Street
Parking
Eleanor Street
Future Development
First of America North Building
SDM&G
Parking
The New Museum
Park Street
Arcadia Creek
Rose Street
Parking
West Michigan Cancer Center
KVCC
KVCC & Museum Expansion
First of America Lawrence & Chapin Buildings
Water Street
Water Street
Parking
Parking
Parking Structure
Michigan National Bank
Radisson Plaza Hotel

Kalamazoo Valley Community College Downtown Campus



Across the street from the First of America Project, Kalamazoo Valley Community College has broken ground on a 55,000 square foot, three story classroom building. The new building will replace the college's overburdened South Street location as KVCC's downtown campus facility.

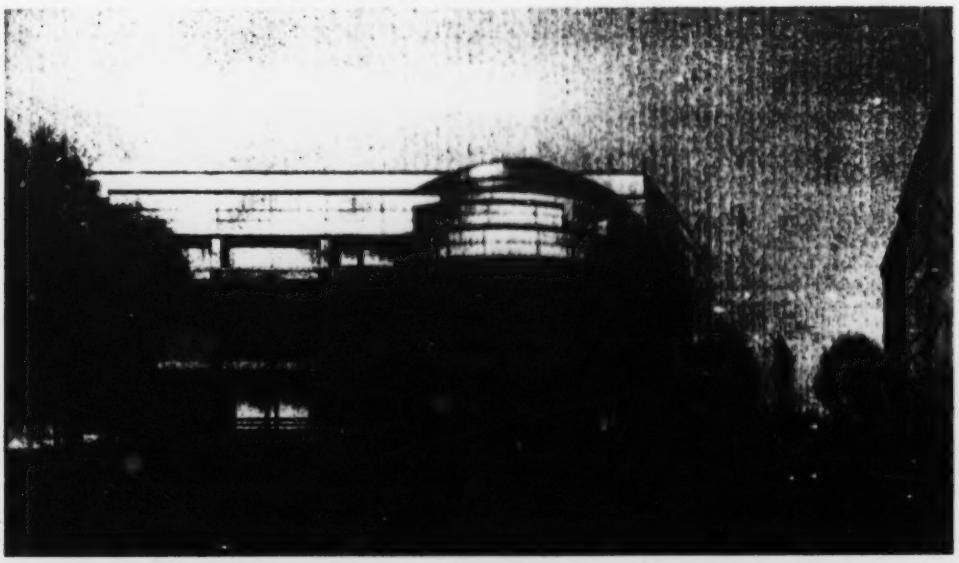
The Downtown Campus dedicates itself to downtown employers/employees through business training and retraining, and continuing education programs. Its central location offers those who live in the downtown area convenient access to education services.

The new $7.1 million classroom site will allow for expansion of these programs as well as the addition of others such as business, accounting, and management. Liberal arts courses will also be offered. Slated to open for Fall 1994 classes, the Center will enroll 3,000-4,000 students, a number expected to increase to 6,000.*

**KVCC boasts a stable student base with an average age of 29-30, 54 percent of whom are female. Students come from a wide variety of economic backgrounds and many of them work downtown, attending classes in the evenings.*

KALAMAZOO
VALLEY
COMMUNITY
COLLEGE

The New Museum



State-of-the-art adventure is what visitors to the New Museum will find when it opens in 1995. The four story, $20 million structure will thrill young and old alike with its high-tech approach to learning. Designed as a participatory museum of history and technology, the New Museum will offer 200,000 visitors per year a full palette of educational programs and exhibits.

Instead of viewing constellations from earth, visitors to the space-based Digistar Planetarium will tour the universe in *Star Trek*-like fashion.

A 150-seat interactive lecture hall will allow the audience to participate in presentations or lectures through direct responses made from control panels at their seats. Interactive films will orient visitors to Southwest Michigan and the New Museum and its exhibits.

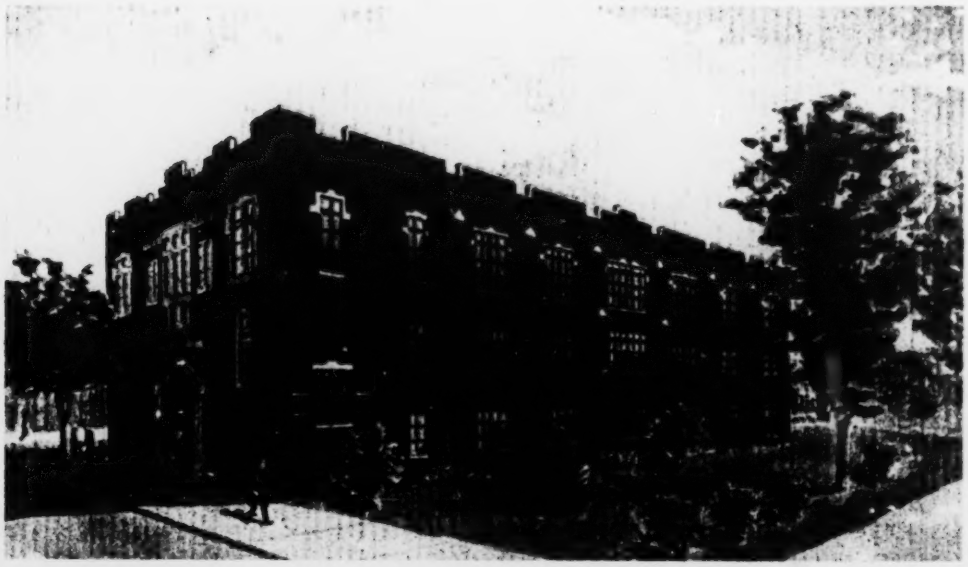
In addition to sharing programs with the KVCC Downtown Campus, the New Museum will be strongly linked to K-12 systems in 5 counties. Students from these schools will especially enjoy the Challenger Space Center. One of only 12 in the country, the Space Center will train up to 40 people at a time to perform space missions at an on-site mission control center and space capsule.

20,000 square feet of permanent and short-term exhibit space will round out the Museum's amenities.

THE NEW MUSEUM

BE A PART OF IT...

Scott, Doerschler, Messner & Gauntlett



The insurance and investment firm of Scott, Doerschler, Messner & Gauntlett has relocated to its new headquarters on the corner of Rose and Eleanor Streets. The move follows a $1.2 million renovation of the former Salvation Army Building, located just north of what will soon be KVCC's Downtown Campus.

During the project, designers and builders worked to preserve the building's historic art-deco character. The interior was enhanced by such details as maple trim, custom cabinetry and marble window sills. New windows and a completely reconstructed south wall give testimony to the careful attention devoted to the exterior of the building as well.

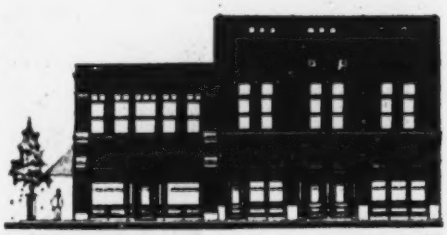
The newly-restored facility has three stories. The top two floors provide over 10,000 square feet of expanded work space for SDM&G's 20 employees. Parish Associates, another financial services firm, occupies the first floor.

SDMG

Arcadia Creek Project Expands.

The Arcadia Creek Project continues to expand. Building upon the vision of the founding Arcadia Partners, other groups have committed themselves to downtown Kalamazoo through restoration and construction projects that extend the Arcadia Project's beautification program to the rest of the city.

Visiting Nurse Association



A $1.2 million capital improvement fund raising campaign conducted by the Visiting Nurse Association (VNA) is currently in progress. The Association, which provides home health services to patients in a seven county area, plans to renovate the 100-year-old building it currently occupies on the corner of Burdick and Kalamazoo Avenue, just north of the New Museum site. Rather than moving out of downtown to a new building, the VNA has chosen to support the Arcadia Project while at the same time maintaining its location near the majority of the patients it serves.

The project, scheduled to take place during the summer of 1993, will involve remodeling of interior space to accommodate a rapidly growing staff (currently over 300), and extensive renovation of the building's exterior to repair deterioration and restore the historic design of its original construction.

Michigan National Bank

Michigan National Bank (MNB) has begun construction of a new 8,700 square foot bank office facility, to be located on the northwest corner of Michigan Avenue and Rose Street. The two-story brick building, which will become MNB's main Kalamazoo branch, was designed to echo the architectural style of the Arcadia Creek Project as well as to foster further economic expansion in the downtown area.

After its August, 1993 completion, the new building will house the offices of the city president. Twenty employees will provide full financial services including retail, commercial and private banking, and residential mortgages. Off-street parking and automatic teller facilities will complete Michigan National Bank's full slate of banking services.

Michigan National Bank is the principal subsidiary of Michigan National Corporation, with assets of $10.5 billion. It serves approximately 10,000 individuals and businesses in the Kalamazoo area.

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For further information, contact Tom Shaver, General Manager
The Radisson Plaza Hotel at Kalamazoo Center
100 W. Michigan Avenue • Kalamazoo, MI 49007 • (616) 343-3333

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